



DEPARTMENT OF THE NAVY
OFFICE OF THE ASSISTANT SECRETARY
(MANPOWER AND RESERVE AFFAIRS)
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WASHINGTON, D.C. 20350-1000

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MEMORANDUM FOR DISTRIBUTION

Subj: REDUCING THE TIME TO FILL CIVILIAN VACANCIES

During the past several months, my staff has been working with the Reinvestment in Infrastructure (RII) group to look at best practices in filling civilian vacancies. A working group examined different recruitment methods, all of which are currently available within the Department of the Navy (DON). The RII asked that the working group's findings be forwarded.

Many managers continue to use a tailored vacancy announcement strategy in order to fill most civilian vacancies. While this is a traditional method of recruiting, it generally is not the most efficient way to hire candidates. This method is appropriate for certain circumstances, such as complex or one-of-a-kind hiring requirements. However, other recruitment methods exist which are more efficient and will produce a good pool of candidates for the manager.

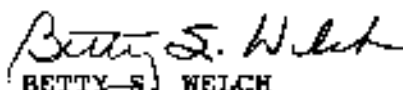
The Open Continuous Register (OCR) method is a standard business practice for large private sector organizations and is very effective when hiring for recurring or hard-to-fill positions. Under this methodology, a single vacancy announcement is prepared and remains open for an extended period of time, generating an applicant pool from which selections can be made more quickly. The announcement can be for a specific series and grade, and can be used by all DON activities in a geographic region, as appropriate. Applicants can apply at any time. As vacancies occur, the established applicant pool is used to prepare certificates. On average, the OCR method will fill a vacancy in 50 days.

The Inventory method is another very effective recruiting tool and also a standard business practice for large private sector organizations. It is similar to the OCR method except vacancy announcements are not required. The Inventory method requires employees to have a resume on file in order to be properly considered for a vacancy. The database of individual resumes is used to fill vacancies at all grade levels. For example, when a request is received, the entire candidate pool is electronically scanned based on the specific vacancy requirements. Qualified candidates and resumes are then referred to the selecting official. Additionally, managers can always let their employees know of a vacancy and remind them to submit a resume. While this method is fairly new in DON, our experience shows it will reduce end-to-end cycle time. As this process matures, that time will decrease significantly.

Another way to improve recruitment time is to encourage employees to submit electronic resumes vice hardcopy resumes. Electronic resumes support the STAIRS automated rating and ranking program by eliminating the need to scan mailed-in resumes which delay the process. Within DON, electronic resumes can be submitted either by e-mail or through the Department's Resume Builder on the donhr@navy.mil web page.

Finally, the data shows that supervisors frequently request the same position be advertised using both merit staffing and delegated examining procedures. The most recent data shows that approximately 75% of the certificates prepared as a result of delegated examining are returned unused, meaning the supervisor selected an employee from the merit staffing certificate. There will be times when concurrent use of these two methods will be appropriate. However, due to the level of effort required, this should occur only after consultation with your Human Resources Office (HRO) advisor.

I strongly encourage activities to employ these best practices to meet mission needs as we continue looking at ways to improve our recruiting cycle time. Activities should periodically review their recruitment strategies with their HRO advisors. Advanced planning will allow you to make the best selection of options available to meet your recruiting needs.



BETTY S. WELCH

Deputy Assistant Secretary of
the Navy (Civilian Personnel/
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